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## ABSTRACT

Save the Children, founded in the United States in 1932, is an international nonprofit child-assistance organization designed to help children and their families improve their health, education, and economic opportunities, make the most of their out-of-school time, and help families recover from the effects of natural and man-made disasters. This annual report details the activities of the organization for 1999. The annual report begins with a list of major accomplishments for the year, and continues with a letter from the President and Chairman of the Board of Trustees, noting the initiation of a national mentoring campaign and other major activities as well as describing the alliance with International Save the Children. The work of Save the Children is then described in the following areas: (1) children in the United States, including the Web of Support program to support after school programming, a national mentoring campaign, and the support of corporate sponsors; (2) children in developing countries, including promotion of child health through a school health initiative, provision of preventive health services, training of people to teach in community schools, launch of a literacy initiative in Guatemala, and creation of economic opportunities; and (3) children in crisis, including work to help victims of Hurricane Mitch, continuing crises in the Balkans, an earthquake in Turkey, and provision of humanitarian assistance. A map identifies the nations worldwide in which Save the Children US and International Save the Children provide assistance. The report concludes with the financial report, a list of supporters, and a list of the Save the Children family. (KB)

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Save the Children.

Our mission is as simple as our name: Save the Children.

In impoverished city neighborhoods, remote rural communities, war-torn societies — and anywhere else children are in need — Save the Children is there to help caring people meet the needs of children. In some places, we help families by providing basic health care; in others, we bring adult mentors together with children who need role models. Some communities are involved in a life-and-death struggle after a disaster; others fight a heritage of poverty and despair.



In 1999, our proudest accomplishments included:

- ▮ Bringing **HEALTH, EDUCATION, FINANCIAL SECURITY, AND EMERGENCY RELIEF** to nearly 9 million children, women, and men in 43 developing countries.
- ▮ Helping 125,000 youth in more than 200 communities across the US build a **BRIGHTER FUTURE** by bringing together caring adults, safe places, and constructive activities.
- ▮ Expanding **CHILD SURVIVAL** as a partner in BASICS II, a new five-year global initiative.
- ▮ Creating more than 200 **VILLAGE SCHOOLS** in Malawi where nearly 150,000 children are learning consistently, many for the first time.
- ▮ Referring more than 19,500 people to opportunities to **MENTOR CHILDREN** in the US.
- ▮ Doubling our economic opportunities programs, which now help 63,000 women in 15 countries **PROVIDE FOR THEIR FAMILIES**.
- ▮ Demonstrating the vital link between the **WELL-BEING OF CHILDREN AND THEIR MOTHERS** by publishing *The State of the World's Mothers*.



Save the Children works to make lasting, positive change in the lives of children in need. Founded in the United States in 1932, Save the Children is an international nonprofit child-assistance organization. In 44 countries, including the United States, we help children and their families improve their health, education, and economic opportunities and make the most of their out-of-school time. We also help children, women, and men recover from the effects of natural and man-made disasters.

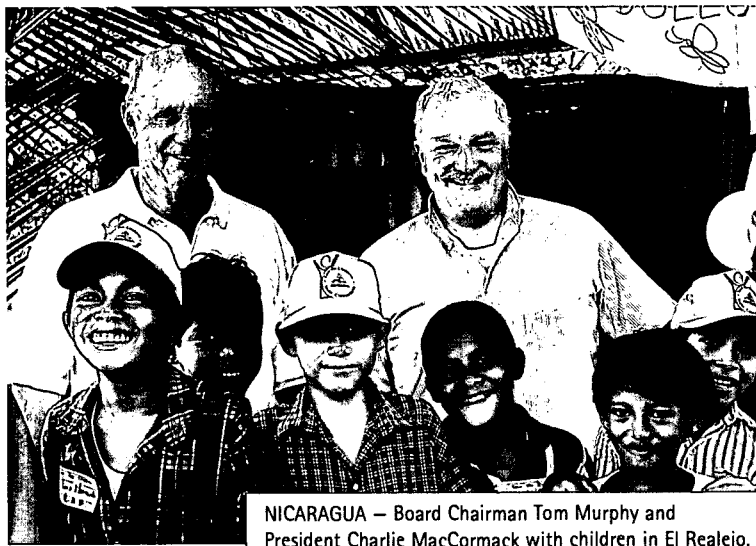
Save the Children US is part of a global movement for children through the International Save the Children Alliance. The Alliance is a worldwide network of 26 independent Save the Children organizations that began shortly after the first Save the Children organization – The Save the Children Fund of the United Kingdom – was founded in 1919. Today, Alliance organizations work in more than 100 countries to ensure the well-being and protect the rights of children everywhere.



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NICARAGUA – Board Chairman Tom Murphy and President Charlie MacCormack with children in El Realejo.

their fifth birthday, the faces of girls and women learning to read and write, and communities where people work together to improve their lives. Remarkable progress in lower infant mortality rates, increased life expectancy, and higher literacy rates bear out the global impact of these efforts.

But so much more needs to be done. There are still millions of children – across the United States and around the world – who are deeply in need. How can any of us rest when every day children struggle to get the very basics of safety, health, and education in the midst of the greatest wealth the world has ever known?

Save the Children is committed to continuing the fight for children everywhere. In fact, we hope the next century will be The Children's Century, a hundred years characterized by even greater dedication to addressing the needs of children and their families.

### SAVE THE CHILDREN TAKES THE LEAD

Over the years, Save the Children has improved the lives of generations of children. From our beginnings in the mountains of Appalachia, we have been making lasting, positive change in the lives of children and their families.

Dear Friends:

As we enter the new millennium, the world looks back on a hundred years of unprecedented progress for children. The needs of children have always been great, but some of these needs have been matched by solutions – such as immunization, literacy training, and communities working together – that have revolutionized the health, education, and well-being of millions of children and their families. These solutions have been implemented by legions of caring people, many of them associated with Save the Children.

The result of their efforts is clear – and deeply moving – in the health of children who now survive past

NEED	<i>saving children</i>
SOLUTION	people who care, programs that work



Again in 1999, Save the Children has been acknowledged as a national and international leader. In just the last year, our work in the US has been recognized by the US Departments of Education and Justice, and the National Mentoring Partnership; *The NonProfit Times* applauded our management; and major grants from UN and US government agencies for our work in Guatemala, Kosovo, and other countries supported both our international programs and our ability to implement them. We are proud to have been recognized for the effectiveness and integrity of our work.

This year, we also had special opportunities to bring together the people who are part of our efforts to make a better world for children.

- We were especially proud to launch our national mentoring campaign, *Do Good. Mentor a Child*, at the White House. This national advertising campaign was conducted with the Advertising Council, which estimates that \$44 million (unaudited) of media time and space was donated to the program this fiscal year.

- More than 300 prominent women participated in a forum to discuss findings of our report, *The State of the World's Mothers*.
- Leaders from the business and entertainment worlds joined Save the Children supporters at our Partners for Children gala to celebrate our work.
- Eighty Save the Children youth leaders from around the country met in Washington, DC to discuss their concerns and needs with government leaders.

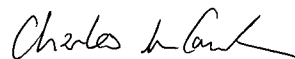
The entire Save the Children family was honored by these – and other opportunities – to work with people who care about children.

Through the International Save the Children Alliance, we are part of a global movement to establish and protect children's rights, particularly through the UN Convention on the Rights of the Child. All the Alliance organizations are inspired by the example of Eglantyne Jebb, a visionary who founded the first Save the Children organization and laid the groundwork for children's rights with her 1923 Declaration of the Rights of the Child. We are proud to be part of this continuing effort to put the needs of children first everywhere.

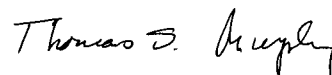
## JOIN US!

The success of Save the Children is the success of women, children, and men working together to make a better life for children now and a better future for generations to come. On behalf of the hardworking families and communities who are looking toward the next millennium with more hope than ever, we invite you to join our efforts to meet the needs of children everywhere.

To learn more about our work, call us at 800.243.5075; write us at 54 Wilton Road, Westport, Connecticut 06880; or visit our website at [www.savethechildren.org](http://www.savethechildren.org). Be part of creating The Children's Century by providing a brighter future for the millions of children who need our help so very much.



Charles F. MacCormack  
President



Thomas S. Murphy  
Chairman, Board of Trustees

# children in the United States



United States

## PARTNERSHIPS AND PROGRAMS THAT WORK

Since Save the Children began in 1932, we have been committed to helping children, families, and communities across the United States. Over the years, we have helped to develop effective community organizations and made improvements in the health and education of generations of American children.

In 1997, we intensified our focus on the needs of children when they are not in school. While children and teens spend the majority of their time out of school, there are few initiatives directed at that critical time. We devised a solution to this alarming situation called the Web of Support. The Web of Support brings safe places, constructive activities, and caring adults together so children can thrive.

The Web of Support's three elements, when combined together, help children reach their potential:

- ▣ In **SAFE PLACES**, children can play and learn with confidence.
- ▣ **CONSTRUCTIVE ACTIVITIES** help children to acquire new skills, broaden their interests, and improve their abilities.
- ▣ **CARING ADULTS** are teachers, mentors, supporters, and role models for each child.

The US Departments of Education and Justice have recognized the Web of Support as an outstanding model for after-school programs.

The Web of Support especially targets the estimated 13 million children and teens who are at risk of getting involved in drugs, crime, and early sexual activities. While studies have shown that a caring mentor can help children overcome these risks, millions of young people who would benefit from mentors do not have them.

## MAKING THE DIFFERENCE

By working with 107 community partners, we brought 125,000 children into the Web of Support in 1999. An evaluation by Aguirre International found that the Web of Support had made measurable improvements in children's lives in its first full year. Through these programs, children and teens are challenged, learning, and working toward the future.

- ▣ **BRIDGEPORT, CONNECTICUT**  
46 percent of the children in our Get Busy program increased their grades at least one full grade level.
- ▣ **SAN FRANCISCO, CALIFORNIA**  
63 percent of the middle school students in our Sunset Youth campaign improved their grades by one-half letter or more.
- ▣ **CARR CREEK, KENTUCKY**  
92 percent of the children who participate in our after-school



## A Chain of People

*Since 1991, Alvin Smith has worked for Save the Children in New Mexico. He recently reflected on the impact Save the Children has had on children in the Navajo nation.*

"Every day is something new. Save the Children has put me in connection with my Navajo people and made me stronger.

"In these years, I have seen lots of self-development in all my communities. I feel like we have created a chain of people who are ready to do more. They might need me to guide them, but they are doing so much. And that's exactly the way it should be.

"I can see the difference in the children. When we started the after-school program, the kids were very shy and school wasn't important to them. Now, they come in right at 3 o'clock glad to be here.

"My self-development training has also been very positive. After I first gave this training, one of the kids wrote me: 'Now, I know what I can be thankful for and what I have to struggle with'.

"And through Eyes on the Future, we provided over 1,600 children with free eye exams. These kids are doing better now because they can see. Children who got glasses three years ago are now showing real improvements in their grades."

*Alvin also sees the change in Tanieha Joelle, a girl in Fort Totten, ND, whom he and his family sponsor. They are all very proud that she is learning her native language because embracing traditions has been such an important part of their lives.*

NEED

children are vulnerable to drugs, crime, and despair

SOLUTION

safe places, constructive activities, and caring adults





### Sandy's Secret

Sandy lives in Lower Price Hill, just outside Cincinnati, where her father supports the family on his small disability pension. Her mother left the family years ago.

Sandy is surrounded by extreme poverty, alcoholism, teen pregnancy, and the other realities of a poor inner-city neighborhood. But through her work with Save the Children, Sandy has something special: people who care and dreams for the future.

Last year, Sandy began working as an intern in an after-school program supported by Save the Children. As she helps at the center and works with the younger kids, Sandy's confidence in her own abilities has steadily increased. She now wants to go to college and become a pediatrician so she can help children.

With the encouragement of her family and people at the after-school program, Sandy took her first trip outside the Midwest to attend Save the Children's Youth Summit in Washington, DC. "I met kids there from all over and it was great," she said. "I found kids have some of the same problems I have and we can help each other."

program showed measurable improvement in such critical social skills as conflict resolution, taking turns, and following directions.

#### ▣ HALIFAX, VIRGINIA

76 percent of participating children moved up one letter grade or more in their weakest subject.

#### ▣ DUNCAN, MISSISSIPPI

96 percent of children in our after-school program improved their scores on reading comprehension tests.

#### ▣ MADISON, ARKANSAS

The number of children in our Homework Help group who performed at or above the norm in academic subjects increased from 76 percent to 96 percent.

These improvements in school performance are just one measure — albeit, a very meaningful one — of the impact of the Web of Support. We have found that when kids do better in school, they are more likely to stay on track to healthy, productive adult lives. We are very pleased that steady improvements were demonstrated across the range of cultures and communities where we work.

The Aguirre evaluation also showed that the Web of Support strengthened our local partners, a critical factor in assuring that programs continue over the long term. As a result of training and information from Save the Children, nearly all of our programs significantly increased volunteers,

materials, and other kinds of support for their programs.

### MOBILIZING SUPPORT

Save the Children believes that everyone has a role to play in creating a Web of Support for America's children. Volunteers, supporters, sponsors, and young people themselves have all been essential to the success of our efforts.

We also benefited greatly from donated services and goods, including training, computers, and other products. We rely on donated goods to expand our outreach and services. For example, we distributed more than 65,000 donated books to our partner organizations across the country to enhance their after-school programs.

### DO GOOD. MENTOR A CHILD

One of the most exciting events of the last year occurred when Save the Children's national mentoring campaign, with the theme *Do Good. Mentor a Child*, debuted at the White House in February. More than 250 people, including the young people who appear in the ads, attended the event hosted by First Lady Hillary Rodham Clinton and Attorney General Janet Reno.

Save the Children worked with the Advertising Council and McCann Erickson Worldwide to produce the award-winning ads. We also created the National Mentoring Hotline to refer callers

"To be a mentor, you don't have to be perfect. You just have to be yourself, which, by the way, is pretty good."

*Do Good. Mentor A Child ad*

to local organizations in need of mentors. Already, more than \$40 million of services and advertising space has been donated to make this campaign a success. The campaign has also been widely recognized for its strong message and effective use of humor.

To date, the campaign has referred more than 19,500 potential volunteers to programs in their communities. In September, *Do Good. Mentor A Child* received the Media Leadership Award from the National Mentoring Partnership.

#### CORPORATE PARTNERS

In the last year, our corporate partners have done everything from teaching kids to make vegetable pizza at a youth center in Arizona (Denny's) to flying dozens of teen leaders to the national Youth Summit in Washington, DC (US Airways).

Our innovative partnership with Denny's, our largest corporate supporter, has been hailed as a model of effective collaboration between nonprofit organizations and corporations. A recent book, *Common Interest, Common Good*, published by Harvard Business School Press, used the Denny's and Save the Children partnership as a case study. The book cited benefits that included more than 1,000 sponsored children, countless hours of volunteer work by Denny's employees, and contributions to Save the Children of more than \$4 million.

We have been fortunate to have the support of corporate partners who share our commitment to children and back up that commitment with both financial support and active employee involvement.

NEW YORK CITY — Kids from Ellison Youth in Brooklyn attended a Harlem Globetrotters game in Madison Square Garden. With Denny's support, 3,000 young people across the country enjoyed Globetrotter games this year.



SOUTH CAROLINA — At the Parkway village summer day camp, Rinaldo leads a project that teaches responsibility. Campers put an egg, representing a baby, in a vegetable tray and care for their "baby" throughout the day.





## Spreading the Word

Annie Wright-Huff was born and raised in Turner, Arkansas, the fifth child in a family of eight. Like her mother, Annie became a single mom at the age of 17, but she was determined to go to college.

She packed up her baby boy and traveled to the University of Arkansas-Pine Bluff. Attending college while raising a small son was a struggle but she managed, becoming the first person in her family to graduate from college.

Annie brought her determination back to Turner and began helping other children caught in the cycle of poverty at the Boys, Girls, Adults Community Development Center in Marvell, Arkansas, which has been home to Save the Children programs since 1979. Annie started as a receptionist and advanced to run programs to prevent teen pregnancy and to teach parenting skills to at-risk families.

For the next 17 years, Annie helped countless children and their families improve their lives in one of the poorest, most isolated communities in the nation. Through her own example, Annie showed children, women, and men how to set and achieve the goals that would help them to overcome the obstacles of poverty.

Recently promoted, Annie is now taking on a new challenge as Program Research and Development Manager in Save the Children's Eastern Area Office in North Carolina.

## SENIORS ON THE MOVE FOR CHILDREN

We believe that people over the age of 55 are among the most significant, untapped resources for children and their families. We are proud that more than 350 senior volunteers work with our programs in the United States at every level, from tutoring children to serving on our Board of Trustees.

Working with Foster Grandparents, a program made possible through a grant from the Corporation for National Service, is one way we help to put seniors in touch with children. Through this program, we provide opportunities for more than 250 Foster Grandparents to serve as mentors and tutors in Arizona, Arkansas, Connecticut, Georgia, Kentucky, Mississippi, South Carolina, and Tennessee. These low-income seniors receive stipends and other support that enables them to share a lifetime of experience with children in need. Through this program, more than 1,000 children work regularly with a trained, caring adult.

### "ASK ME PLEASE: I'M PART OF THE SOLUTION!"

Save the Children believes that young people, themselves, can help

to devise creative and effective solutions to the challenges they and their families face. Save the Children respects the abilities of children and teenagers, and creates opportunities – nationally, regionally, and locally – for their voices to be heard.

The National Youth Summit in April brought more than 80 interns from Save the Children's after-school programs to Washington, DC. In their communities, these interns help with mentoring, education, and recreation programs for their peers and younger children. At the Summit, they attended leadership training and workshops in youth mentoring, media relations, and legislative activities. These sessions empowered these young leaders with skills and information to be even more effective in their communities.

A highlight of the Youth Summit, which had the theme "Ask Me, Please: I'm Part of the Solution!," was a Town Hall meeting in the US Capitol. US Senator Blanche Lambert Lincoln (D-Ark.), the youngest woman ever elected to the Senate, welcomed the teens and stressed the importance of a "youth voice" especially after the tragedy in Littleton, Colorado. The young people discussed issues facing children and teenagers including teen violence, teen





WASHINGTON DC — Teen leaders wait to speak at Save the Children's Town Hall Meeting on Capitol Hill.

pregnancy, and school dropout rates. Afterwards, many of these future leaders also visited their home-state legislators.

Six of these interns also attended a Save the Children Board of Trustees meeting in Connecticut in September. They participated in a panel moderated by board member and ABC news analyst George Stephanopoulos. The teens described their lives, their involvement with Save the Children, and the way their lives would be without the Web of Support. President Charles F. MacCormack spoke for the entire board when he said, "That's the way the future gets built — one child at a time. Without bringing the next generation into the solution, there's not going to be any solution."

Another group of young people who made an impact this year was The Kids Council, formed by a group of young Save the Children

supporters in Connecticut. The Kids Council organized the second Kids Care Too festival at Save the Children headquarters in Westport, Connecticut. During this day of fun and learning, Save the Children supporters and community members raised more than \$100,000 for our after-school programs in Bridgeport, Connecticut, and the Mississippi River Delta, and for our nutrition programs in Vietnam.

The Internet is another way we are informing and mobilizing the Web of Support community, especially teenagers. The Web of Support Online is an intranet that creates a virtual community for everyone participating in our Web of Support programs. Through the Web of Support Online, children and adults can share information, ideas, software, and videos that greatly enhance local programs and learning.

"The biggest challenge facing teens is fitting in. Kids need to learn that it's okay to be different. They need to learn to respect themselves because if they don't, no one else will."

Venus, 16 years old





Bangladesh



Save the Children's work in developing countries focuses on three key areas – health, education, and economic opportunities—because nearly seven decades of experience has convinced us that these are the areas where the most significant improvements can be made in the lives of children. Organizing families and communities to work together for children starts a chain reaction of improvements that can continue throughout the lifetimes of children and their families.

We focus specifically on women because improvements in their lives enormously impact their children. Simply stated, when mothers are healthier, better educated, and more financially secure, their children are, too. Our Woman-Child Impact framework ensures that all of our programs meet the needs of women and children. *The State of the World's Mothers*, a Save the Children report that reviewed the effectiveness and impact of programs for women, was an important step toward increasing awareness about this vital connection.

## HEALTHY LIVES

Save the Children believes in promoting a lifetime of good health by:

- Helping children recover from illness, especially in their early years.
- Improving the reproductive health of women and men so their children are healthier.
- Improving the health and education of children through school-based programs.
- Helping to improve the lives of children, families, and communities affected by HIV/AIDS.
- Mobilizing communities to improve the availability and quality of health services.

In 1999, our health programs made significant advances in the health and well-being of children and families in nearly 30 countries.

### THE IMPACT OF SCHOOL HEALTH

Our School Health initiative made enormous progress in its first year. More than 100,000 children at 300 schools in six countries benefited from low-cost improvements in health services, child-centered teaching, and health curricula. In addition to making students healthier, these initiatives improved their attendance and performance at school.

This year, tens of thousands of school children received treatment for chronic and debilitating illnesses, like intestinal worm infections or schistosomiasis, and critical nutritional deficiencies. Education



## The Best Experience in My Life

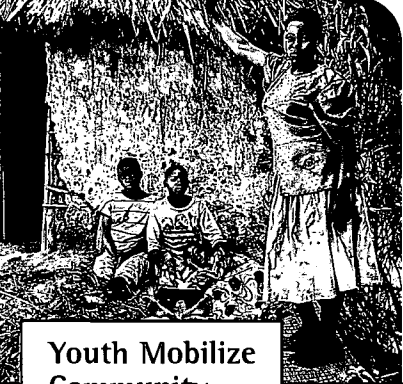
*When she was 15, Mariam began to volunteer in our Youth Club in her village of Siddiqine, Lebanon. Through the club, Mariam has helped children to experience a variety of educational and other cultural activities and to organize major community improvements, such as garbage collections and repairing schools. Her volunteer work has profoundly changed her own life.*

"I joined Save the Children's Youth Club three years ago to work with children, even though I had no prior experience. Working with children and being the treasurer of our club has left an indelible impact on my life and on the course of my future.

"I am the first female in the village to travel for work. I attended a regional workshop in Cyprus and it took a lot of persuasion to convince my parents to let me go. This was the best experience in my life because it boosted my confidence and helped me make my own decisions despite social pressures.

"Based on my experience and the person I have become, many families and peers look up to me. When elders pay me compliments about my work, it makes me humble and gives me energy to do more. I will continue to work in the social field and be open to challenges on the way until I reach my aspirations and dreams."

NEED	millions of children struggle due to poverty, illness, and lack of education
SOLUTION	community-based health, education, and economic programs



## Youth Mobilize Community

*In Malawi, Save the Children has established community committees to support families like this who have been affected by HIV/AIDS. Howard Mzambwerelemba, 21 years old, and Noel Magombe, 20 years old, describe how their Tikhali Chete Youth Club is helping children orphaned by AIDS/HIV and preventing the spread of the disease.*

"Our club started in February 1997. As many people are dying and the number of orphans being left behind is many, we decided to get involved. So now we are trying hard to send a message to the people on how to care for the orphans and how to prevent HIV/AIDS.

"We began with only five members. Now we are 45 and many more youth want to join. Right now we are working with 52 orphans in 10 villages. We try to help them all, but we cannot help them all at once.

"We also play our music in the villages. Our band is called the Sheppard's Band. We have songs about how to prevent HIV/AIDS and how to help orphans. Sometimes people are resistant and say we are foolish. But when they come and meet with us, they gain lots of knowledge and begin to agree with us on the importance of our work.

"We have lots of challenges, but we also have lots of spirit to go on."

about health, hygiene, nutrition, and life skills improved the well-being of all the children. Entire communities became healthier because these programs also reduce the transmission of disease and improve community health and education. While providing direct benefits to children, this innovative program is also informing global and national efforts to improve the health of school children.

## EXPANDING CHILD SURVIVAL

We continued to lead the way in child survival, a global effort to prevent the deaths of 12 million children under the age of five each year. Child survival promotes primary health care and provides preventive services (such as immunizations and the promotion of breastfeeding) in those critical first months and years of life. Our child survival programs prevented and treated the major causes of illness and death among infants and young children, including diarrheal disease, pneumonia, immunizable diseases, malnutrition, malaria, and birth-related conditions.

As a partner in BASICS II, a new five-year \$70 million global project funded by the US Agency for International Development, Save the Children is helping to expand the impact of child survival programs. BASICS II seeks to increase understanding about and

implementation of four critical elements of child survival: immunizations, newborn care, nutrition, and integrated approaches to child health. Save the Children will conduct research, share our expertise in community mobilization, and link these initiatives to other organizations working to improve the health of young children.

Positive deviance inquiry, a groundbreaking approach we developed in Vietnam, has made significant improvements in the lives of children in Bolivia, Egypt, Mozambique, Pakistan, and Nepal. This approach determines why some families are healthier than others and shares the practices these families are using with the rest of the community.

Additionally, in Ethiopia and Bolivia, traditional healers, community members, and Ministry of Health staff worked with us to design programs that dramatically improved child-care practices and the use of health services. We also initiated programs that are bringing pregnancy-related care to communities in Ethiopia, Guinea, Malawi, Mali, Nepal, and Vietnam.

## REPRODUCTIVE HEALTH

Reproductive health care is a component of Save the Children programs in 26 countries. Our approach to reproductive health care includes family planning,

"When I first received the invitation for the gender training workshop, my immediate feeling was that it is going to be pure women's business. But while I was participating, I discovered the relevance of the issue to the well-being of my family and the community."

Abdel Rahman Gabr Eldar  
South Kordofan, Sudan

basic obstetrical care, maternal nutrition, and the prevention and treatment of reproductive tract infections and HIV. Using participatory methods to involve both men and women, we are identifying local needs and designing programs to meet those needs. The Bill and Melinda Gates Foundation is supporting pilot programs to promote community support for adolescent health and to improve the availability of quality reproductive health services for young adults in Bhutan, Bolivia, Malawi, Nepal, and Vietnam.

NGO Networks for Health, a global effort to improve reproductive health and child survival, and to mitigate the impact of HIV/AIDS supported by the US Agency for International Development, was launched last year. NGO Networks activities are underway in Armenia, Malawi, Nicaragua, and Vietnam.

Save the Children also focuses on preventing the spread of HIV/AIDS by providing information and services and helping communities, families, and children cope with the disease. Our HIV program in Nepal has helped more than 20 local organizations implement HIV/AIDS prevention programs. In Malawi, our Community-based Options for Protection and Empowerment program has mobilized 164 Village AIDS response committees to help families affected by AIDS/HIV, especially 13,000 orphans and vulnerable children.

### **STRONG BEGINNINGS**

Education has always been an essential element of Save the Children's work with children and families. Our approach to education, Strong Beginnings, creates opportunities to stimulate a lifetime of learning. Early Childhood

Development enriches children's earliest learning experiences, Village Schools enable communities to establish schools where none had previously existed, and Adult Literacy/Youth Development creates opportunities for youth and adults to learn to read and write. This year, more than 400,000 children and adults in 24 nations participated in Strong Beginnings.

### **VILLAGE SCHOOLS GROW**

Originally developed by Save the Children in Mali, Village Schools train people to teach in the local language in community schools. In Mali, where 50,000 children are learning in 800 village schools, this approach has transformed the primary school system and prompted the government to change the national school curriculum so that all children learn in their native language for the first three years of school.

**MOZAMBIQUE** — Jacinta sells vegetables and oil at the Bilene Beach market. Through our credit program, she has been able to expand her business and earn more for her family.







MYANMAR — These boys are enthusiastic about participating in our education programs, which include early child development, after-school programs, scholarships, and computer training.

Half a continent away, Village Schools took hold in another country: Malawi. In 1999, we created 220 new schools attended by 150,000 children. Teachers in Malawi have been trained and school committees have been formed to manage the schools. Mentor teachers, who regularly visit three to five schools each, received bicycles this year to help them provide regular support to teachers, students, and schools.

Village Schools operate in Burkina Faso, Guinea, Malawi, and Mali. Similar programs are being developed in Ghana, Haiti, and Morocco.

#### LITERACY REVOLUTION

We launched an important literacy initiative in Guatemala in 1999 that will teach 250,000 women and youth in the Zonapaz region to read and write. The literacy classes incorporate information about health, gender equity, and the environment so people in this remote, impoverished region are learning how to improve their lives while they master basic education. In addition to adult literacy classes, we will be helping school children to improve their reading and writing.

This program is considered an essential element of achieving lasting peace in this war-torn country. Reflecting their commitment to this approach to peace and education, the literacy project was officially launched by First Lady Hillary

Rodham Clinton and Guatemalan leaders at a ceremony in February, 1999, in Antigua, Guatemala. Our partners in this \$9 million effort funded by the US Agency for International Development are *the Alianza para el Desarrollo Juvenil Comunitario*, a Guatemalan nongovernmental organization, and the Center for International Education at the University of Massachusetts.

We also launched a major bilingual education program in Guatemala that will promote learning in the Mayan languages. This \$2 million initiative will complement learning in Spanish, which has been the sole language of instruction. The result will be children who are more successful in school, especially in the earlier years, and the preservation of traditional dialects.

## CREATING NEW RESOURCES

Children living in poverty will inevitably face limited prospects until their families can earn more money. Save the Children helps families create new income-earning opportunities for themselves through lending groups that finance the development of small, often home-based businesses. These micro businesses not only provide additional resources for families, but also are a source of necessary goods and services for communities.

Through Group Guaranteed Lending and Savings programs, we provide access to credit and savings for women who live in poverty. Women are especially targeted because studies have shown that they use additional income for the good of their entire families, particularly their children. The women form groups and guarantee each other's loans. The size of loans, initially quite small, gradually increases as business activities expand. Last year, 63,000 women in 15 countries were members of these groups. Their total loan portfolio was \$5 million, an increase of \$2 million in just one year.

## LOCAL OWNERSHIP

An essential element of our economic opportunities programs is helping local partners build sustainable institutions that will eventually take over the programs. In Lebanon, we helped to establish *Al Majmoua*, a vibrant local organization that is creating new economic opportunities for women and men. *Constanta*, in the Republic of Georgia, is another example of an effective local organization that grew out of our economic opportunities programs. We recently received a \$1.5 million grant from the US Agency for International Development to continue efforts to rebuild the economy in Georgia by fostering strong local capacity through Group Guaranteed Lending and Savings and organizations like *Constanta*.



## Mrs. Mau's Journey

*Life in Cong Chinh, Vietnam, was difficult for Mrs. Mau and her family of five. A savings and loan group helped make their hard work pay off.*

"We were very poor. Every year we had to borrow rice to eat for at least four months. I did not know how to overcome my family's situation. My husband and I worked so hard in the field but still we did not have enough rice to eat.

"With a 300,000 dong loan (about \$22), I bought piglets and ducks. After three months, I sold the ducks, bought clothes and school supplies for my children, sent my second son back to school, and bought a TV set. After six months, I sold one piglet and repaid part of the loan and the rest was saved to buy a new house. After 12 months, another piglet became a sow and delivered nine piglets, I sold the sow and seven of her piglets and kept the two remaining piglets to raise.

"When I took the loan, I was very worried, but after paying interest and saving two or three times, I found it was not that difficult to manage. The project has changed our life. My family no longer has to face shortages of rice. All my children can go to school now. The project has given poor women a chance to prove themselves."

"This program allowed me to meet with new people, to deal with the bank for the first time in my life, and to build a trust relationship. Through the guarantee system, I feel as if we are all part of one family."

Souad  
Bezourieh, Lebanon





Nicaragua

## WOMEN AND CHILDREN FIRST

Tragically, most of the victims of crisis in all its forms – from natural disasters to civil strife – are women and children. They are most likely to be killed, injured, or traumatized during a crisis. They are also the ones who bear the primary burden of rebuilding communities and families.

In Save the Children's crisis programs, we make children and women our top priority. Our response is immediate, appropriate, and clearly focused on children. Our Children in Crisis unit is staffed by international experts on helping children and families through and beyond emergencies. This expertise is an essential element of all our efforts, especially reuniting families and providing psychosocial services to help them cope with the traumas they have suffered.

### LOCAL PARTNERS

To be as effective as possible, we work in partnership with local organizations so that our response incorporates knowledge about the community and its residents. In some cases, Nicaragua and Honduras for example, we were able to mobilize staff and volunteers from our ongoing development programs to respond to devastating hurricanes and mudslides.

### FLEXIBLE FUNDING

The Allison and Najeeb E. Halaby Fund, a revolving fund that was established in 1998 in partnership with the Andrew W. Mellon Foundation, facilitates our ability to respond immediately and effectively when children's lives are threatened. This year, the Halaby Fund enabled us to make fast and critical interventions for children and their families in Turkey, Kosovo, Honduras, and Nicaragua, when saving time meant saving lives. Named in honor of our former Board Chairman Najeeb E. Halaby and his late wife Allison, the Fund enables us to be first on the scene when children and families need our help most.

We also are able to help more children and families because of the diversified nature of our funding, and often increase the impact of our programs because private funds from individuals, corporations, and foundations provide the leverage needed to obtain major government grants. For example, more than \$1 million in private contributions for our work in Kosovo facilitated the award of a \$20 million grant from the US Agency for International Development to expand programs in this volatile area.



### Welcome Back

*The first day of school was a pleasant surprise for children like these in Bratunac, Bosnia. Over the summer, Save the Children and UNICEF had rehabilitated their school. Eighth-grader Gorana is one of the students who wrote to describe that happy day.*

"I am getting ready for school and I am not in a good mood because I will have to sit in a dark and almost destroyed building. Suddenly, the new look of my school interrupts my thoughts. My school stood majestically in front of me like some temple worthy of admiration. I know that only a person with a great heart and great love for children could do such a thing.

"I can hear sounds of admiration and disbelief everywhere around me. We entered the school and looked everywhere. We thought maybe it was some kind of magic and we were afraid if we touched something, it would disappear.

"I am pleased that I will spend most of my time in school and I am proud to say that it is my second home. The years will go on, and many generations of students will go through this school. But the school will always glitter thanks to noble and unselfish hearts."

NEED | children and women suffer most

SOLUTION | make them the first priority



ALBANIA — 80,000 Kosovars — many women and children like these — fled the violence in Yugoslavia. We helped them through these difficult journeys and helped them resettle when it was safe to return.

## HURRICANE MITCH

When Hurricane Mitch lashed through the Caribbean and Latin America last fall, children and families — many of whom Save the Children had been working with for years — were profoundly affected. The hurricane caused flooding and landslides in Nicaragua and Honduras that killed more than 10,000 people and left more than one million children, women, and men without homes or livelihoods. Because we have been working in both these countries for some time — in Honduras since 1968 and Nicaragua since 1981 — we were able to respond to the immediate, urgent needs of families. When President Clinton traveled to the region to survey the damage, he highlighted the work of Save the Children.

In Nicaragua, Save the Children distributed food, blankets, shelter, and cooking supplies to more than 200,000 families. In addition, we

- Assured that 141,000 young children were healthy by monitoring their growth and development and providing health workshops for nearly 18,000 mothers.
- Helped families find safe places to live by building 2,500 new homes and repairing 7,000 existing homes.
- Enabled 47 health centers and 27 child development centers to continue providing essential health and educational services by providing supplies.

"My wife and I have been involved with Save the Children for more than 20 years. As soon as this hurricane occurred she gave money from her foundation to Save the Children. The organization has done great work in our home area [Arkansas] as well."

President Bill Clinton, speaking at a press conference in Honduras about the response to Hurricane Mitch



- Helped more than 10,000 women, men, and children deal with the trauma they have experienced through workshops.
- Trained 84 community educators to provide psychosocial services to children and families.

In Honduras, we helped 25,000 people in 190 rural communities through the crisis. We

- Provided urgently needed medical attention to 8,000 people through 35 local health brigades trained by Save the Children.
- Restored education and health by rebuilding more than 2,000 schools, 95 educational centers, and 57 water systems.

In addition to continuing these rebuilding efforts, Save the Children helped families and children throughout the region when floods and mudslides swept through Central America in September.

## CONTINUING CRISIS IN THE BALKANS

In 1999, the horror facing families in Kosovo and neighboring

countries was an all-too-vivid reminder of the devastating impact of war. Children and families throughout the Balkans – Albania, Bosnia, Kosovo, Macedonia, and Montenegro – struggled bravely through violence and its aftermath. Our clear focus on meeting the needs of children and close cooperation with our partners in the Save the Children Alliance enabled us to respond effectively to their changing needs.

### REFUGEES ON THE MOVE

Nearly 800,000 Kosovars were forced to flee to Albania, Bosnia, Macedonia, and Montenegro in response to political upheaval in Yugoslavia. We were able to help them by distributing critical supplies of food, clothing, medicine, and sanitation through cooperation with members of the Save the Children Alliance and allocations from The Halaby Fund. In Albania, we also established centers, playgroups, and sports teams so refugee children could have safe places to learn and play.



### The Fragile Thread of Life

*Ricardo Santeliz, a field worker for Save the Children in Nicaragua, lost 22 members of his family in the mudslides that destroyed his village at the base of Casita Volcano. Ricardo has found some solace in his work to help other families.*

"I returned to work eight days after the disaster. Some might say it was too soon, but I was so grateful to Save the Children.

"It has helped give me consolation. I bring food and laughter to other people who have suffered. I didn't want to lose the fragile thread of life. We all need psychological and emotional support, adults as much as children.

"What existed here is no more and never will be again. At least 3,000 people died here. All you can see of life are a few remnants, rags buried in mud and rocks.

"Some day there will be flowers among these rocks, flowers of love because here is where our beloved families perished."

HONDURAS — Hurricane Mitch damaged water supplies throughout the country. This girl walked to the nearest source of clean water to do the washing and bring back water to her family.





## After the Earthquake

*Nilgun Ogun of our Pakistan field office was visiting her family in Turkey when the earthquake struck. She was able to coordinate our response to the crisis. Here are some of her impressions:*

"At the Adapazari center, a homeless woman approached the team leader with a brand-new pair of baby socks. 'Please give these to someone who needs them,' she said. 'I don't need them anymore.'

"You see buildings that look like a stack of pancakes and you wonder how anyone could come out of there alive. Yet they did find survivors for days on end.

"The aftershocks continue to add to people's stress. One particularly strong one had people jumping out of third-story windows."

In Bosnia, we helped refugee children keep up with their schooling through educational and recreational activities. We also worked with local organizations to provide health education and vocational training for women refugees. In Montenegro, we organized preschool programs for young children and recreational activities for older children at several refugee centers.

## EASING RESETTLEMENT

When refugees began to return to Kosovo during the summer, we helped them resettle by designing a system to reunify families who had become separated from each other. The first step was establishing four family tracing and communications sites with satellite phones so families could begin the tracing process. In July alone, 21,000 calls were made from these centers. In collaboration with the International Committee of the Red Cross, UNHCR and UNICEF, Save the Children helped

to trace and reunite missing children with their families.

## SAFE ZONES FOR CHILDREN

In Kosovo, we established 17 play areas – called Safe Zones – where children could gather without fearing landmines or other dangers. About 9,000 children between the ages of 3 and 18 come to these centers each day. Safe Zones are managed by parents, teachers, and volunteers who enjoy the enthusiasm of the children and teenagers as they play games and sports, dance, draw, and recite poetry.

We are also helping children to resume their education by rehabilitating schools damaged during the conflict. A recent study of more than 110 schools found that only 11 were in good condition. In addition to rebuilding and repairing schools, we are establishing curricula and distributing supplies so classes can begin again.

BOSNIA – Since Save the Children repaired this primary school in Bratunac, children once again have safe places to learn and play.





To help refugees get re-established, we have distributed essential items, including winter clothing and food. A pilot project, in cooperation with UNICEF, is addressing the critical nutritional and developmental needs of abandoned babies at the Pristina Hospital by providing staffing, training, and supplies.

## EARTHQUAKE IN TURKEY

The Halaby Fund enabled Save the Children to respond immediately to the devastating earthquake that shook this country in August. Working with *Cagdas Yasami*, a Turkish volunteer organization dedicated to improving the lives of children and women, Save the Children supplied critical items from tents to underwear. Psychosocial services also were provided to help children and families recover from the earthquake which left many homes and families shattered.

Relief workers made a community center by equipping a large tent with a generator, refrigerators, tables, chairs, and materials for children. At the center, children could learn and play while teams of psychiatrists and trauma specialists helped children and adults to cope with the loss of family and friends and disruptions to their lives because of the earthquake. We also provided clothing, tents, and other supplies for families.

We are continuing to help children and families in the Adapazari area to rebuild and deal

with psychological issues. In addition to psychosocial services, the earthquake victims will continue to need food, supplies, housing, and help re-establishing their businesses for some time.

## THE FORGOTTEN CRISES

Save the Children's commitment to families goes beyond the initial crises. After the television cameras and politicians left, we remained to support the valiant struggles of families to rebuild their lives. In 1999, we continued to provide humanitarian assistance in Angola, Afghanistan, Bangladesh, Ethiopia, Malawi, Mozambique, Sudan, and the West Bank/Gaza Strip in the face of entrenched poverty and the lingering effects of their struggle. In many cases – Mozambique and the Sudan, for example – we have been able to bridge our crisis programs to longer term efforts to provide health, education, and economic opportunities to children and their families. In other countries – for example, Bangladesh and Nicaragua – we mobilized staff from ongoing development programs to respond to emergencies.

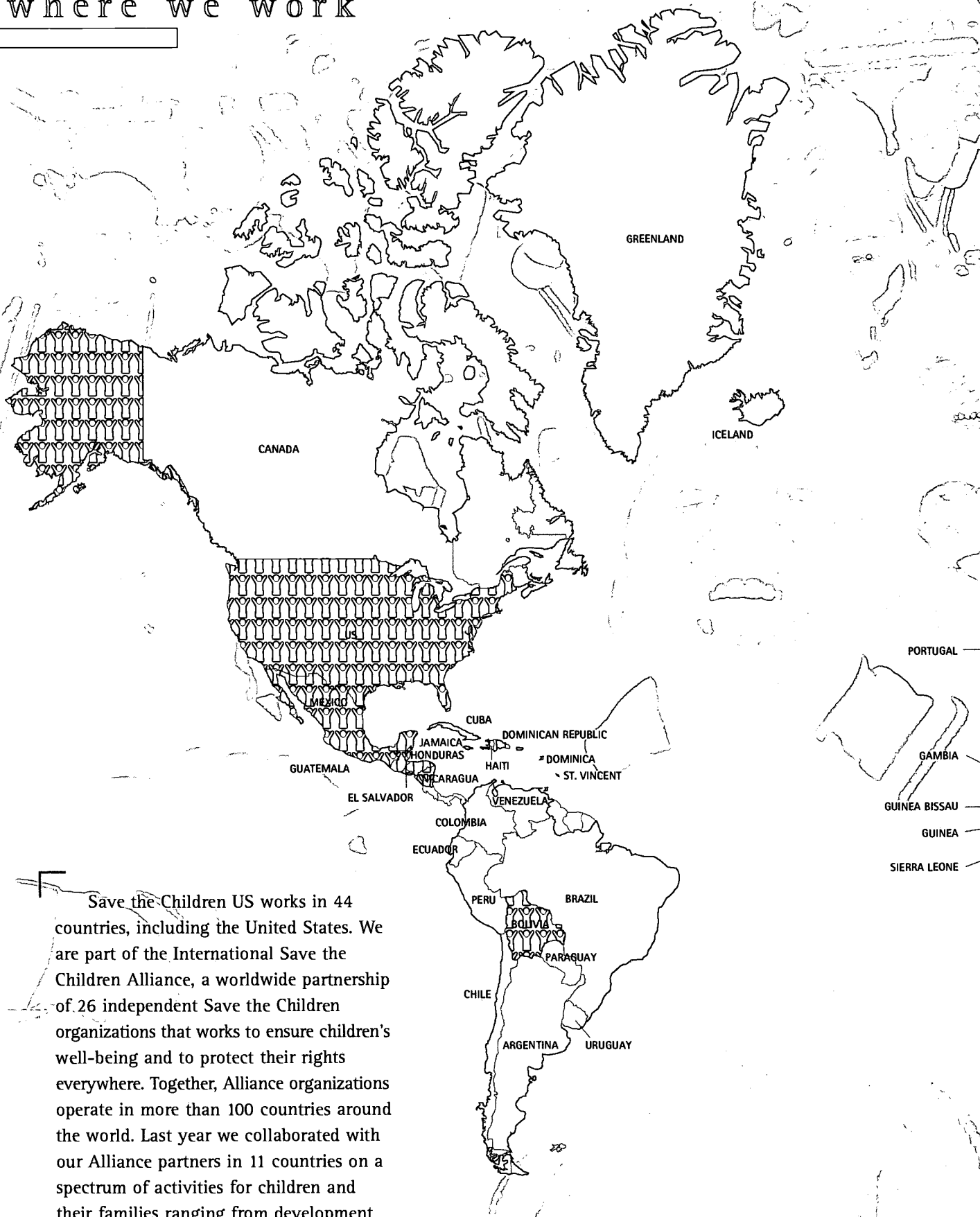
Surviving a crisis is the beginning of emergency response for children. The process is not complete until children and their families are emotionally and physically secure. They cannot be secure until they are safe and have the resources they need to rebuild their lives.



ANGOLA — Remnants of the civil war are everywhere in Angola, from the danger of landmines to scrap metal, which these boys are using to make trucks.

"Although peace is the ultimate solution to the crisis in Sudan, we simply must help those in desperate need today."

Dr. Bob Arnot, NBC News Medical Correspondent and Save the Children Trustee



Save the Children US works in 44 countries, including the United States. We are part of the International Save the Children Alliance, a worldwide partnership of 26 independent Save the Children organizations that works to ensure children's well-being and to protect their rights everywhere. Together, Alliance organizations operate in more than 100 countries around the world. Last year we collaborated with our Alliance partners in 11 countries on a spectrum of activities for children and their families ranging from development programs in Nepal to emergency response in the Balkans.



# financial report



PHILIPPINES — 5 year-old Ian, who is sponsored through Save the Children, on a pile of coconuts.

The goal of our financial operation is to enable Save the Children to help the greatest number of children in the countries where we work. Responsible management of our financial resources remains our top priority. We adhere to the highest standards of accountability and comply fully with accepted financial policies and practices to ensure that donor contributions are used efficiently, effectively, and in strict accordance with the intent of our contributors. We continuously strive to lessen the percentage of money spent on fundraising and management, and to increase the amount spent on program services.

We have continued to move forward by pursuing strategic opportunities that have led to government grants such as a five-year, \$51 million dollar effort to improve reproductive health services in six nations. Our investment in improving sponsorship activities has resulted in significant benefits for children and communities where we work. Efforts over the past four years to diversify our donor base by reaching out to individual donors, corporations, foundations and public agencies have increased donations and provided leverage for additional funds to support more programs to help children.

While not included in our reported gross revenue, there is an additional financially-related activity that bears mentioning: our *Do Good. Mentor a Child* public service advertising campaign, done in conjunction with the Advertising Council. The Advertising Council estimates that approximately \$44 million (unaudited) worth of media space was donated to this campaign during fiscal year 1999, representing a substantial gift-in-kind. Because of the complexities of valuation verification of these donations, we have not recorded these estimates in our reported revenues or expenses. Nonetheless, the campaign remains an important aspect of our work this past year.

The financial results for the past year are good, but dollars and cents are not the accomplishments. Our true success will be measured not by the dollars on our financial statements, but by the positive impact we have on the lives of children around the world.

The highlights of our audited financial reports follow. The full financial statements, audited by KPMG LLP, are available upon request. The complete report is available on our website: [www.savethechildren.org](http://www.savethechildren.org).

Donald J. Palladino  
Executive Vice President,  
Chief Operating Officer, and Treasurer

NEED	make the most of every dollar
SOLUTION	responsible financial management

Save the Children Federation  
 Condensed Financial Information  
 For the Year Ended September 30, 1999

OPERATING SUPPORT AND REVENUE

Child sponsorship	\$ 23,668,000
Contributions (including bequests)	22,775,000
Grants & contracts	63,154,000
Other revenue	3,800,000
<b>TOTAL OPERATING SUPPORT &amp; REVENUE</b>	<b>\$ 113,397,000</b>

OPERATING EXPENSES AND CHANGES IN NET ASSETS

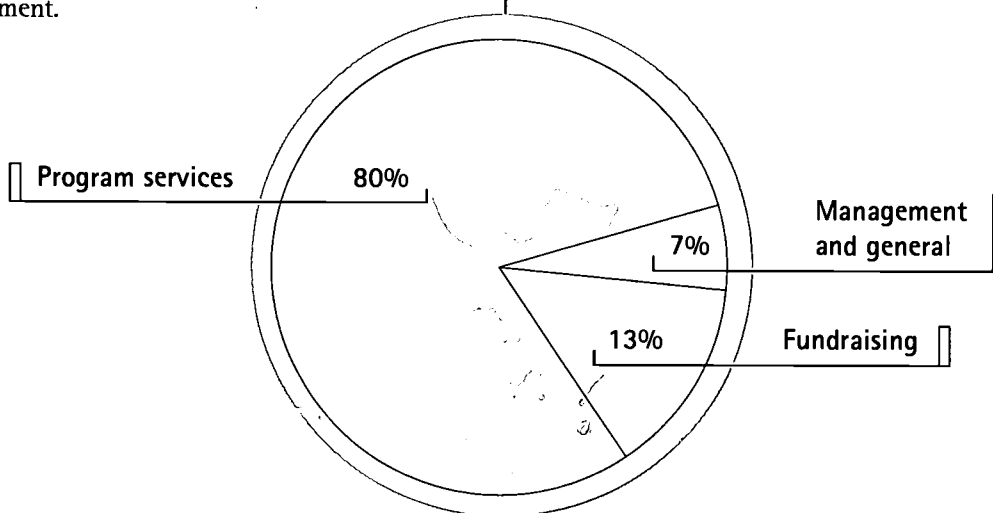
Program services	
Education	\$ 23,408,000
Primary health	18,035,000
Economic opportunities	8,409,000
Agriculture & resource management	3,831,000
Emergency, refugee, and civil society	34,574,000
Total program services	88,257,000
Fundraising	14,911,000
Management & general	7,594,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 110,762,000</b>
Excess of operating support & revenue over operating expenses	2,635,000
Non-operating activity	842,000
<b>INCREASE IN NET ASSETS</b>	<b>3,477,000</b>
Net assets, beginning of fiscal year	26,964,000
<b>NET ASSETS, END OF FISCAL YEAR</b>	<b>\$ 30,441,000</b>

Save the Children's complete audited financial statements, with an unqualified opinion by KPMG LLP dated December 30, 1999, are available on request. For a copy of the complete report, please call 800.243.5075, write Save the Children, 54 Wilton Road, Westport, Connecticut 06880, or visit our website at [www.savethechildren.org](http://www.savethechildren.org).



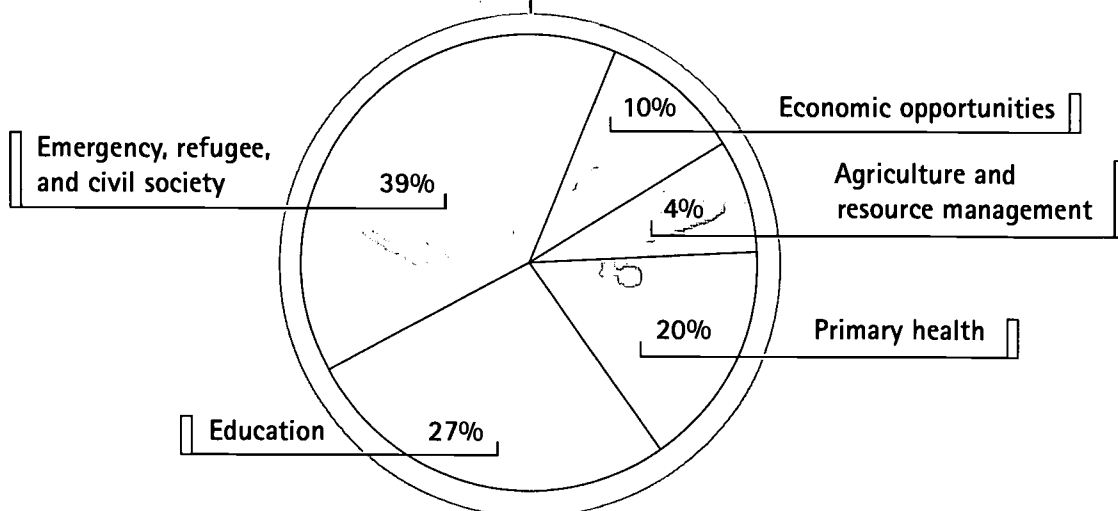
## How expenses were allocated

We continually strive to maximize expenditures on program services and minimize expenditures on fundraising and management.



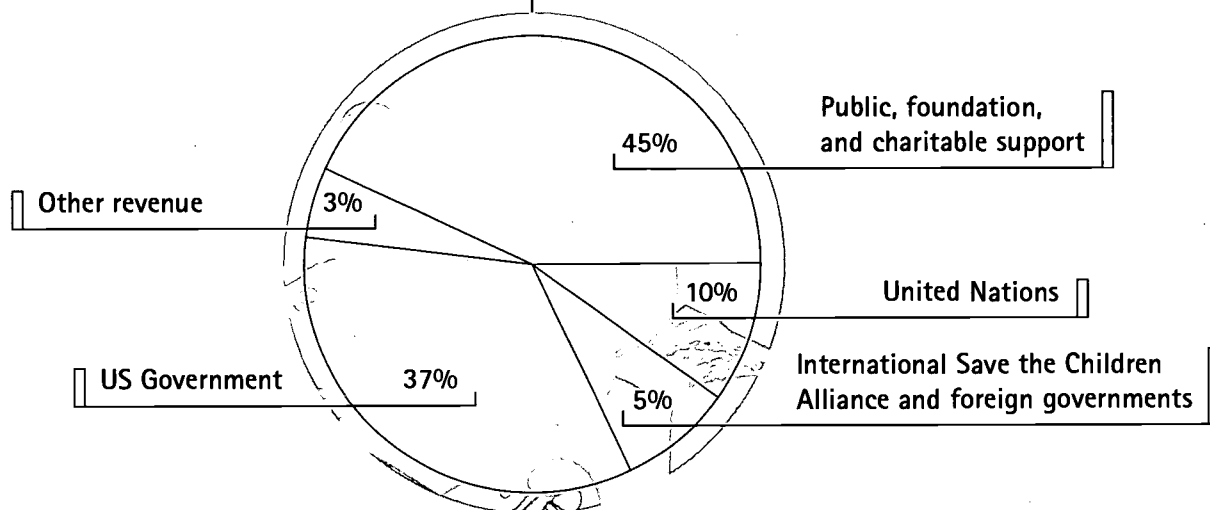
## Nature of our programs

While we take a holistic approach to meeting the needs of children and families, our activities encompass several categories.



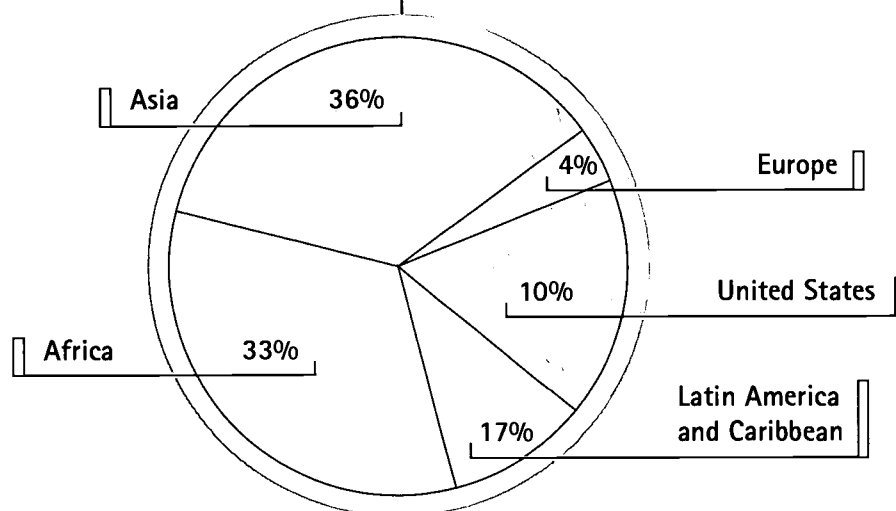
## Sources of support and revenue

Our diversified funding base enables us to leverage funds and respond effectively to the needs of children.



## Where we worked

We addressed the needs of children and their families in many regions throughout the world.



Save the Children's complete audited financial statements, with an unqualified opinion by KPMG LLP dated December 30, 1999, are available on request. For a copy of the complete report, please call 800.243.5075, write Save the Children, 54 Wilton Road, Westport, Connecticut 06880, or visit our website at [www.savethechildren.org](http://www.savethechildren.org).

# our supporters

Save the Children is very fortunate to have a galaxy of supporters – individuals, government agencies, corporations, foundations, and multilateral organizations – who support our efforts on behalf of children and their families. We are grateful that they are active partners in our work to meet the needs of children in the United States and around the world. The following lists highlight some of the people and institutions that did so much for Save the Children during our 1999 fiscal year, which ended on September 30.

## SAVE THE CHILDREN CHAMPIONS

Champions are donors who make annual, unrestricted contributions between \$1,000 and \$50,000 or more to support our global work. Founding members are acknowledged with an asterisk (\*).

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### Champions Silver \$25,000 to \$49,999

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### Champions X \$10,000 to \$24,999

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NEED

children need our help

SOLUTION

everybody doing what they can

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